

DDCI'S SPEECH TO THE NATIONAL SENIOR
CRYPTOLOGIC COURSE

26 APRIL 1968

GENERAL CARTER, MEMBERS OF THE FACULTY AND STUDENTS OF THE NATIONAL SENIOR CRYPTOLOGIC COURSE, AND FRIENDS:

WHEN GENERAL CARTER INVITED ME TO ADDRESS YOU TODAY, HE SUGGESTED THAT I DISCUSS "TRENDS IN INTELLIGENCE." NOW, THIS IS A PRETTY BROAD TOPIC, AND THE PROBLEM OF IDENTIFYING THE MORE IMPORTANT AND PERSISTENT TRENDS REMINDS ME OF THE DILEMMA OF A YOUNG ARAB PRINCE. ON HIS TWENTY-FIRST BIRTHDAY HIS FATHER, THE RULER OF AN OIL-RICH SHEIKDOM, GAVE THE BOY A HAREM--JUST A STARTER KIT OF 50 GIRLS OR SO.

THE NEXT DAY, AN ENVIOUS FRIEND WAS AMAZED TO FIND THE SHEIK'S SON IN A COFFEE HOUSE AT THE LOCAL BAZAAR, SITTING ALONE AND DRINKING LISTLESSLY.

"WHY ARE YOU HANGING AROUND HERE?" THE FRIEND ASKED. "WITH ALL THOSE LOVELY, LONELY GIRLS WAITING FOR YOU, DON'T YOU KNOW WHAT TO DO?"

"I KNOW WHAT TO DO," THE SHEIK'S SON ANSWERED, "I JUST DON'T KNOW WHERE TO START!"

AND SO IT IS WITH "TRENDS IN INTELLIGENCE." THE TOPIC IS CERTAINLY MORE OPEN TO A SUBJECTIVE INTERPRETATION, AND A SHEIK'S CHOICE OF SUBJECTS, THAN

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IS THE MATERIAL WHICH THE MEMBERS OF THIS COURSE HAVE COVERED DURING THE PAST EIGHT WEEKS. BUT IT IS, I BELIEVE, MOST IMPORTANT THAT WE WHO ARE ENGAGED IN INTELLIGENCE WORK TAKE TIME OUT OCCASIONALLY, STAND BACK FROM OUR DAY-TO-DAY PROBLEMS, AND ASSESS WHERE WE STAND AND IN WHAT DIRECTION WE ARE MOVING. ONLY IF WE DO TAKE STOCK AT REGULAR INTERVALS, CAN WE CHART A COURSE FOR OURSELVES, INSTEAD OF MERELY RE-ACTING TO AND KEEPING PACE WITH THE PRESSURES AND PROBLEMS THAT AFFECT US ALL.

SO LET ME TRY TO IDENTIFY FOR YOU SEVERAL OF THE TRENDS WHICH STRIKE ME AS HAVING A PERSISTENT INFLUENCE UPON OUR BUSINESS.

I BELIEVE WE SHOULD PUT AT THE TOP OF THIS LIST THE GROWING PROBLEM OF GEOGRAPHICAL ACCESS. AS THE COLD WAR HAS THAWED OUT MORE AND MORE IN THE 1960's, OUR BASES ON FOREIGN SOIL, INCLUDING INTELLIGENCE FACILITIES, HAVE BECOME LESS WELCOME GUESTS. A DECADE AGO, THE AMERICAN PRESENCE SERVED AS A RE-ASSURING SYMBOL OF SECURITY TO THE HOST GOVERNMENTS AND PEOPLES. NOW OUR PRESENCE, PARTICULARLY FOR INTELLIGENCE PURPOSES, IS BEING EXPLOITED BY COMMUNIST PROPAGANDISTS AND NATIONALIST AGITATORS IN THEIR EFFORTS TO PORTRAY "IMPERIALIST" OR "COLONIALIST" DOMINATION.

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CLEARLY WE ARE UNDER INCREASING PRESSURES TO
WITHDRAW OR REDUCE, [REDACTED]

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[REDACTED]
[REDACTED]
[REDACTED]
LAR INSIGHT IS REQUIRED TO SEE THAT WE WILL GENERALLY
FIND IT INCREASINGLY DIFFICULT TO SECURE ACCESS TO
AND USE THE REAL ESTATE OF COUNTRIES BORDERING THE
SINO-SOVIET BLOC. AS A CONSEQUENCE, WE MUST DE-
VELOP ALTERNATIVES. [REDACTED]

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[REDACTED]
[REDACTED] ANOTHER TYPE OF SUBSTITUTE, IN PLACES
WHERE WE CAN STILL GET A FOOT IN THE DOOR, IS THE
MORE EFFICIENT AND LESS CONSPICUOUS INSTALLATION
WHICH CAN BE OPERATED BY FEWER PERSONNEL.

THIS TREND APPLIES, NOT ONLY TO THE FACILITIES
OF THE CRYPTOLOGIC AGENCIES, BUT TO THOSE OPERATED
BY OTHER PARTS OF THE INTELLIGENCE COMMUNITY AS WELL.
IN SOME COUNTRIES CIA HAS EXPERIENCED A CHANGE IN WHAT
WE CALL "THE OPERATIONAL ENVIRONMENT." A GOOD "OP-
ERATIONAL ENVIRONMENT" IS ONE WHERE LOCAL SECURITY
AND POLICE FORCES COOPERATE WITH US, OR AT LEAST
CLOSE THEIR EYES TO OUR INTELLIGENCE OPERATIONS
AGAINST THE TERRITORY OR FACILITIES OF OUR TARGETS.
NEEDLESS TO SAY, THEIR ATTITUDE IS OFTEN A CRITICAL

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FACTOR IN MOUNTING CLANDESTINE OPERATIONS. THE
CHANGE THAT I ALLUDED TO CONCERNS CERTAIN COUNTRIES
WHERE COOPERATION HAS BEEN WITHDRAWN OR THE ATTITUDE
HAS BECOME HOSTILE. I GIVE YOU [REDACTED]
AS CURRENT EXAMPLES.

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THIS SHIFT IN ATTITUDE TOWARD OUR FACILITIES AND
INTELLIGENCE OPERATIONS IS ALSO PART OF A HEIGHTENED
SENSITIVITY, ABROAD AS WELL AS IN THE UNITED STATES,
TO INTELLIGENCE ACTIVITIES. PART OF THIS AWARENESS
AND HOSTILITY HAS BEEN AROUSED BY INTERNATIONAL
PUBLICITY CAUSED BY OUR EFFORTS TO SECURE INTELLI-
GENCE. THE U-2 SHOOT DOWN OVER THE USSR, THE SHELLING
OF THE LIBERTY AND THE CAPTURE OF THE PUEBLO, THE
FAIRLY NUMEROUS INCIDENTS OVER THE YEARS INVOLVING
[REDACTED] THE ARREST AND JAILING OF AGENT PER-
SONNEL, AND OTHER INTELLIGENCE FLAPS HAVE CAUSED
FOREIGN GOVERNMENTS AND THEIR NEWS MEDIA TO BECOME
PRETTY TWITCHY WHERE INTELLIGENCE MATTERS ARE CON-
CERNED. THIS IS NOT TO POINT A FINGER OF FAULT, BUT
SIMPLY TO STATE A FACT OF LIFE.

THIS SENSITIVITY DOES NOT, HOWEVER, STEM FROM
INTELLIGENCE INCIDENTS ALONE. THE COMMUNIST BLOC
HAS EXPLOITED THESE EVENTS TO THE FULLEST THROUGH
DIPLOMATIC PRESSURE AND PROPAGANDA CHARGES, AND LOCAL

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COMMUNIST ELEMENTS HAVE AGITATED A GREAT DEAL. THE INTELLIGENCE SERVICES OF THE COMMUNIST STATES HAVE TRUMPED-UP CHARGES OF ESPIONAGE AGAINST INNOCENT WESTERN TOURISTS. THEY HAVE ALSO OBFUSCATED THE FACTS THROUGH A CAMPAIGN OF FORGERY AND VILIFICATION DIRECTED AGAINST U.S. INTELLIGENCE. CIA ESPECIALLY HAS BEEN THE TARGET OF THIS EFFORT IN THE UNDERDEVELOPED COUNTRIES. WHETHER THE HOST GOVERNMENT ACTS FROM GREED, RESENTMENT OR HOSTILITY, OR IS SIMPLY UNABLE TO STAND THE HEAT OF OPPOSITION CRITICISM, THE RESULT IS THE SAME--THE OPERATIONAL ENVIRONMENT TURNS CHILLY.

THE ASSUMED UBIQUITOUS CHARACTER OF CIA IS MOST HUMOROUSLY ILLUSTRATED BY A NEW YORKER CARTOON OF SEVERAL YEARS PAST. THE CARTOON SHOWS A GROUP OF NATIVES WATCHING A VOLCANO ERUPT. THE CAPTION READS: "PASS IT ALONG. THE CIA DID IT!"

FOREIGN SENSITIVITY TOWARD INTELLIGENCE ACTIVITIES HAS ITS COUNTERPART WITHIN THE UNITED STATES. IN ADDITION TO THE INCIDENTS MENTIONED ABOVE, YOU ARE ALL FAMILIAR WITH THE PUBLICITY GENERATED BY THE DISCLOSURE OF CIA SUPPORT TO U.S. STUDENT AND OTHER ACTIVITIES WHICH WERE DIRECTED AT OVERSEAS TARGETS. THERE HAS BEEN A RASH OF SPY LITERATURE AND TELEVISION

PROGRAMS. ALL THESE HAVE COMBINED TO SENSITIZE CERTAIN SECTORS OF PUBLIC OPINION IN THE UNITED STATES. MANY DOMESTIC CRITICS OF U.S. INTELLIGENCE ACTIVITIES HAVE DEVELOPED A KIND OF KNEE-JERK REACTION. THEY DO NOT TAKE INTO CONSIDERATION THE PURPOSES OF INTELLIGENCE, AND THE GREAT CONTRIBUTION INTELLIGENCE MAKES TO THE SECURITY OF THE UNITED STATES. ON THE CONTRARY, THEY IMMEDIATELY RUSH TO BELIEVE THE WORST AND ISSUE FORTH WITH BLANKET CONDEMNATIONS.

PLEASE UNDERSTAND THAT I AM NOT TRYING TO MAINTAIN THAT MISTAKES HAVE NOT OCCURRED, OR THAT THE RISKS WE RUN HAVE NOT OCCASIONALLY BEEN MISCALCULATED. I AM SAYING THAT GOVERNMENT AND PRIVATE CRITICS ALIKE SHOULD TRY TO BE OBJECTIVE AND TO KEEP THE EQUITIES--AS WELL AS THE OCCASIONAL DISADVANTAGES--IN MIND WHEN THEY DISCUSS THE SUBJECT. WE CAN HELP SOME BY CONDITIONING OUR PRIVATE ATTITUDES ALONG THAT SAME LINE.

ANOTHER FORM OF CRITICISM OFTEN PRODUCED BY MAJOR INTERNATIONAL CRISES CONCERNS ACCUSATIONS OF AN "INTELLIGENCE FAILURE." THE ERECTION OF THE BERLIN WALL, WARS AND COUPS IN THE MIDDLE EAST, THE CUBAN MISSILE CRISIS, THE DOMINICAN CRISIS, THE RECENT TET OFFENSIVE AND MANY OTHER MAJOR EVENTS

HAVE BEEN FOLLOWED BY CHARGES THAT U.S. INTELLIGENCE FAILED TO PROVIDE WARNINGS.

AS YOU KNOW, INTELLIGENCE WARNING HAS, IN FACT, BEEN GIVEN PRIOR TO MANY, IF NOT MOST, OF THESE CRISES. PUTTING ASIDE THE PROBLEM OF WHETHER THESE CRITICS ARE WELL INFORMED, THE CHARGE OF FAILURE USUALLY STEMS FROM ONE OF TWO FACTORS. THE FIRST INVOLVES THE INTELLIGENCE WARNING ITSELF. JUST HOW PRECISE CAN INTELLIGENCE BE EXPECTED TO BE IN PREDICTING HOSTILE ACTIONS? OBVIOUSLY IT IS DESIRABLE THAT WE GIVE ADVANCE NOTICE OF EXACTLY THE WHAT, WHERE, WHEN, HOW AND WHY OF THE HOSTILE ACTION OR DEVELOPMENT. THIS DEGREE OF PERFECTION HAS SELDOM HAPPENED IN THE HISTORY OF INTELLIGENCE. ONE BENDS EVERY EFFORT TO GIVE THE POLICY MAKER THIS KIND OF WARNING, BUT ONLY RARELY IS IT POSSIBLE TO SO PENETRATE THE ENEMY'S PROTECTIVE BARRIERS TO PROVIDE A FULLY RELIABLE, DETAILED NOTICE IN ADVANCE OF THE PRECISE NATURE OF A HOSTILE ACTION.

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THE OTHER SIDE OF THE COIN IS THAT IN MANY CASES OF SO-CALLED FAILURES, WE HAVE PROVIDED INTELLIGENCE WARNINGS, BUT THE U.S. GOVERNMENT--FOR VARIOUS REASONS--HAS NOT BEEN IN A POSITION TO DO

ANYTHING ABOUT IT. THE CONSTRAINTS OF TODAY'S WORLD SOMETIMES MAKE IT A LOSING PROPOSITION TO ACT ON WHAT WE KNOW. THIS IS CERTAINLY FRUSTRATING. BUT THE UNINFORMED CRITIC CONFUSES DISMAY, WHICH STEMS FROM OUR INABILITY TO ACT, WITH WHAT HE THEN CALLS "SURPRISE."

ANOTHER FACTOR WE MUST FACE IS THE CONSTANTLY IMPROVING SECURITY OF OUR PRINCIPAL INTELLIGENCE TARGETS. TO A CERTAIN EXTENT THIS IS THE OLD RACE, WELL KNOWN IN MILITARY MATTERS, BETWEEN THE OFFENSE AND THE DEFENSE AS IT APPLIES TO INTELLIGENCE. I AM SURE THAT YOU WHO WORK IN COMMUNICATION INTELLIGENCE ARE ESPECIALLY AWARE OF HOW NECESSARY IT IS TO KEEP INCREASING THE SOPHISTICATION OF OUR ATTACK ON FOREIGN COMMUNICATION SYSTEMS, IN ORDER TO OVERCOME ADVANCES IN THE COMMUNICATION SECURITY OF OUR TARGETS.

THE DEFENSIVE ABILITIES OF OUR MAIN TARGETS SEEM TO GROW AS THE PRESENT LIMBO BETWEEN REAL PEACE AND MAJOR WAR LENGTHENS OUT. DURING MILITARY HOSTILITIES, INTELLIGENCE OPPORTUNITIES TEND TO OPEN UP. THIS IS CERTAINLY TRUE IN THE COMMUNICATION FIELD WHEN MESSAGE VOLUME AND USE OF LESS-WELL-TRAINED PERSONNEL GO UP, AND SECURITY SLACKENS.

THE SAME OBSERVATION APPLIES TO AGENT OPERATIONS. VIGILANCE DOES HEIGHTEN IN TIME OF WAR. BUT THE UP-ROOTING OF LARGE NUMBERS OF PEOPLE AND DIFFICULTY OF COMMUNICATING IN WARTIME CAUSE HOSTILE COUNTERINTELLIGENCE SERVICES TO FUNCTION LESS EFFECTIVELY.

AS WE LEAVE WORLD WAR II FURTHER BEHIND, THE SECURITY OF OUR INTELLIGENCE TARGETS BECOMES BETTER ORGANIZED AND MORE EFFECTIVE. AS A RESULT, EVER MORE EXTENSIVE, COSTLY AND IMAGINATIVE EFFORTS ARE REQUIRED TO PENETRATE THE SECURITY BARRIERS AND TO PRODUCE HIGH LEVEL INTELLIGENCE RESULTS.

THE TRENDS I HAVE BEEN DISCUSSING SO FAR LARGELY CONCERN THE WORLD OUTSIDE THE INTELLIGENCE COMMUNITY--OUR INTELLIGENCE TARGETS, THIRD COUNTRY GOVERNMENTS AND PEOPLES, AND OUR CRITICS. LET US IDENTIFY A FEW TRENDS WITHIN THE PROFESSION ITSELF.

ALTHOUGH THE FUNDS EXPENDED AND THE PERSONNEL EMPLOYED IN INTELLIGENCE PURPOSES ARE CLOSELY GUARDED, IT IS WELL UNDERSTOOD THAT BOTH HAVE BEEN STEADILY INCREASING FOR THE PAST FIFTEEN YEARS. APART FROM INFLATIONARY PRESSURES AT HOME AND ABROAD, THERE ARE SEVERAL REASONS FOR THIS.

OBVIOUSLY, WITH SUCCESSIVE CIVILIAN AND MILITARY PAY RAISES, OUR PERSONNEL COSTS ARE UP, AND THIS IS

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NO SMALL ITEM, BUT MORE IMPORTANT HAS BEEN THE DEVELOPMENT OF TECHNOLOGICALLY ADVANCED SYSTEMS TO COLLECT AND EXPLOIT DATA OBTAINABLE BY SOPHISTICATED SENSORS. THE SYSTEMS ARE LARGE AND COSTLY, AND THEY REQUIRE HIGHLY SKILLED PERSONNEL. MANY OF THEM USE MOBILE PLATFORMS OR ARE DESIGNED FOR OPERATION IN UNUSUAL LOCATIONS. THEY OFTEN GOBBLE UP VAST QUANTITIES OF DATA WHICH REQUIRE EXPENSIVE EFFORTS FOR REDUCTION AND PROCESSING, BEFORE THE DATA BECOME USEFUL TO INTELLIGENCE ANALYSTS. THE DECISION TO DEVELOP AND OPERATE ONE OF THESE SYSTEMS IS USUALLY A "BIG" DECISION, INVOLVING

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THE DEVELOPMENT OF SUCH SYSTEMS IS ONE WAY TO OVERCOME SOME OF THE PROBLEMS I REFERRED TO EARLIER, SUCH AS THE IMPROVING SECURITY AND COUNTERINTELLIGENCE EFFORT OF OUR MAIN TARGETS, AND THE GROWING LIMITATIONS ON OUR USE OF THE TERRITORIES OF THIRD COUNTRIES. BUT THE IMPETUS TO OPERATE THESE SYSTEMS ALSO STEMS FROM OUR DESIRE TO PRODUCE BETTER INTELLIGENCE FOR THE POLICY MAKER, THE OPERATIONS OFFICER AND THE FORCE PLANNER. TO DO THIS REQUIRES USING, AND MANY TIMES PUSHING, THE STATE-OF-THE-ART. AND TO DO SO IS COSTLY.

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ANOTHER STIMULUS TO THE EXPANSION OF INTELLIGENCE STAFF AND BUDGETS IS THE GROWING INTEREST OF OUR POLICY MAKERS IN EVERY AREA OF THE WORLD. BEFORE 1960, THE SOVIET UNION WAS THE PRIMARY FOCUS OF U.S. INTELLIGENCE. THE SOVIET UNION AND MORE RECENTLY, COMMUNIST CHINA, CONTINUE TO BE OUR NUMBER ONE TARGETS, BUT THE APPETITES OF OUR CONSUMERS OF INTELLIGENCE NOW EXTEND TO THE POLITICAL, MILITARY AND ECONOMIC AFFAIRS OF ALMOST ANY COUNTRY YOU MAY CARE TO NAME. THEY ARE GETTING MORE VORACIOUS AS EACH CRISIS MOUNTS. THUS, IT HAS BECOME NECESSARY TO MAINTAIN AT LEAST A MINIMUM COLLECTION EFFORT AND ANALYTICAL EXPERTISE ON EACH AND EVERY OUT-OF-THE-WAY COUNTRY, AGAINST THE MOMENT WHEN IT MAY BE PROPELLED INTO THE HEADLINES THROUGH A COUP, A WAR, OR SOME OTHER NATIONAL UPHEAVAL.

THERE IS YET ANOTHER TREND AFFECTING US ALL AS A RESULT OF THE GROWING DOLLAR AND PERSONNEL COSTS OF INTELLIGENCE. I REFER HERE TO THE PRESSURES FOR ECONOMY IN INTELLIGENCE. THE CURRENT WAVE OF CUTTING PERSONNEL ABROAD IS ONE MANIFESTATION OF THIS. I AM SURE WE AGREE THAT EACH MEMBER AGENCY IN THE INTELLIGENCE COMMUNITY HAS OCCASIONALLY SUNK A DRY HOLE

AND MAY DO SO AGAIN IN THE FUTURE. BUT IN TODAY'S CLIMATE IT IS VITAL THAT WE ALL BE ECONOMY-MINDED. IN PARTICULAR, WE SHOULD WORK HARD TO ELIMINATE ACTIVITIES THAT ARE OUTMODED OR OF MARGINAL USEFULNESS, JUST AS HARD AS WE ARE WILLING TO WORK TO ACHIEVE AN IMPORTANT NEW ADVANCE. GIVEN THE GROWTH OF THE U.S. INTELLIGENCE BUDGET, CERTAINLY THE ECONOMY TREND WILL CONTINUE TO BE WITH US.

NOW, WHAT ABOUT THE FRUITS OF OUR LABOR? THE TREND HERE IS THE MOST REASSURING AND SATISFYING OF ALL. IT IS MY CONSIDERED JUDGMENT THAT OUR NATIONAL INTELLIGENCE STANDS AT A LEVEL WHICH HAS NOT BEEN SURPASSED SINCE WORLD WAR II. OUR INTELLIGENCE PRODUCT IS GOOD, AND I AM CONFIDENT IT WILL CONTINUE TO IMPROVE. WE DO HAVE GAPS IN INFORMATION ON SOME OF OUR MOST IMPORTANT TARGETS, AND WE SHOULD EXPECT THAT THIS WILL CONTINUE TO BE THE CASE. OCCASIONALLY OUR INTELLIGENCE JUDGMENTS ARE FAULTY. FOR THAT MATTER, LOOKING BACK OVER THE PAST YEAR, WE KNOW THAT THE INTELLIGENCE ANALYSTS IN MOSCOW HAVE CERTAINLY SUFFERED SOME MAJOR "INTELLIGENCE FAILURES."

WHILE I AM ON THE SUBJECT OF THE INTELLIGENCE PRODUCT, LET ME GIVE YOU MY VIEWS ON THE OLD ARGUMENT

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AS TO WHAT IS "INTELLIGENCE" AND WHAT IS "INFORMATION," INFORMATION COMES FROM MANY SOURCES--U.S. DIPLOMATS AND ATTACHES, AGENTS, RADIO BROADCASTS AND NEWSPAPERS, OBSERVERS, AND PHOTOGRAPHY, AS WELL AS FROM INTERCEPTED COMMUNICATIONS. IT IS, IN EFFECT, THE RAW STUFF OUT OF WHICH INTELLIGENCE IS MADE. WHEN ALL THE AVAILABLE INFORMATION PERTINENT TO A PROBLEM HAS BEEN EVALUATED AND ANALYZED, THE RESULTING PRODUCT IS FINISHED INTELLIGENCE. FINISHED INTELLIGENCE SHOULD NOT REQUIRE THE DECISION-MAKER TO ANALYZE FURTHER THE FACTS UPON WHICH IT IS BASED--THE MEANING MAY SOMETIMES NOT BE CLEAR, BUT HE CAN RELATE IT TO THE DECISION OR ACTION HE IS CONSIDERING, OR MAY BE FORCED TO CONSIDER.

HOW DOES IT APPLY TO COMMUNICATIONS INTELLIGENCE?
I WOULD SAY THAT MUCH COMINT FALLS IN THE CATEGORY OF INFORMATION.

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AUTHENTICITY OF THE COMINT, PER SE. IN THE FIRST CASE, THE RELIABILITY OF THE SUBSTANCE DEPENDS HEAVILY ON THE SKILL OF THE COMINT ANALYSTS WHO PUT THE REPORT TOGETHER. IN THE SECOND CASE, RELIABILITY IS APT TO RANGE FROM THE HORSE'S MOUTH AFT. IN BOTH CASES, FURTHER ANALYSIS MUST TAKE PLACE BEFORE THE FABRIC OF THE INTELLIGENCE TAPESTRY IS WOVEN.

BUT THERE ARE OTHER DECRYPTED MESSAGES IN WHICH THE RELIABILITY OF THE CONTENTS IS MANIFEST. AN

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SPEAKING OF OUR INTELLIGENCE PRODUCT AS A WHOLE, WE HAVE SUFFICIENT FEEDBACK FROM TOP U.S. POLICY MAKERS TO KNOW THAT INTELLIGENCE IS PLAYING A ROLE OF MAJOR SIGNIFICANCE IN THEIR DECISION MAKING ON MANY OF THE MOST CRITICAL ISSUES FACING OUR GOVERNMENT TODAY. GENERAL CARTER, ALONG WITH THE OTHER MEMBERS OF THE U.S. INTELLIGENCE BOARD, KNOWS HOW OFTEN

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KEY FIGURES IN THE FOREIGN AFFAIRS COMMUNITY AND OUR DEFENSE ESTABLISHMENT REQUEST USIB VIEWS ON A VARIETY OF SPECIAL SUBJECTS. THESE REQUESTS ARE FREQUENT, AND THEY BEAR ON MOST OF THE CRITICAL DECISIONS FACING OUR TOP LEADERS.

IN TAKING SATISFACTION IN THE PRESENT HIGH STATUS AND VALUE OF THE U.S. INTELLIGENCE EFFORT, I DO NOT MEAN TO SUGGEST THAT WE CAN AFFORD TO BE SMUG. A TRULY PROFESSIONAL GROUP AVOIDS THIS PITFALL, FOR AS HOLY WRIT HAS IT, "PRIDE GOETH BEFORE A FALL."

NOR CAN WE IN THE DIFFERENT PARTS OF THE INTELLIGENCE COMMUNITY AFFORD THE SHORTSIGHTEDNESS OF INDULGING WHAT I WOULD CALL A "TRIBALISTIC" ATTITUDE OF SEEING ONLY THE PROBLEMS OR INTERESTS OF ONE'S IMMEDIATE SHOP OR AGENCY. WE MUST WORK HARD TO FOSTER A SPIRIT OF GENUINE COOPERATION, WHEREBY WE ALL SEE OUR PROBLEMS IN THE CONTEXT OF THE TOTAL EFFORT OF THE INTELLIGENCE COMMUNITY. IN A WORD, WE NEED EMPATHY IN OUR WORK. IF WE HOLD TO THIS APPROACH, I AM CONFIDENT THAT THE ALREADY RECOGNIZED AND STILL GROWING VALUE OF THE NATIONAL INTELLIGENCE EFFORT WILL OUTWEIGH ALL OF THE OTHER INTELLIGENCE TRENDS I HAVE DISCUSSED WITH YOU TODAY. YOU SHOULD COUNT YOURSELVES MAJOR CONTRIBUTORS.

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